



OUR STRATEGY 2017 - 2022 (DRAFT)

Our purpose – why we are here

The RSGB exists to protect, promote and enhance the practical and scientific enjoyment of wireless communication.

Our values – the things that underpin everything we do

Enjoyment – of learning about and using wireless communication

Progression – through self-learning, experimentation and the use of new technology

Community – of diverse but like-minded people where there is mutual respect and strength in numbers

Service – delivered with honesty, integrity and reliability by volunteers and staff

Our goal for 2022 – where we want to be

To have an active and thriving amateur radio community, supported by a strong and influential RSGB.

Our strategic priorities – how we will reach our 2022 goal

1. Grow and develop amateur radio
2. Maintain and enhance radio amateurs' ability to use the radio spectrum
3. Support and encourage active participation in amateur radio
4. Promote active involvement in research and technical development
5. Encourage and respect the full range of amateur radio activities, in all its diversity
6. Grow the proportion of radio amateurs who are members of the RSGB
7. Support, encourage and recognise our volunteers and staff
8. Ensure that the RSGB is an effective, efficient and flexible organisation that works with our members, clubs and special interest groups to meet the changing needs of the amateur radio community

Strategy narrative – what does this mean?

The RSGB's current strategy is badged as 'the Board Strategy' and whilst it is the Board's job to lead the way, we want this to be the RSGB's Strategy. One of the key aims of this review has been to produce a strategy to guide the Society for the next five years that most members, volunteers and staff will recognise and want to support. Yes, the Board is proposing a direction but we are seeking wide support from those who will turn it into reality and those who will benefit from its success – the whole of the RSGB.

The draft single-page strategy hides a huge amount of work and is the result of many meetings and discussion involving a large number of people. The Board, your Regional Council, the Committee Chairs, the Honorary Officers and Headquarters staff have all been involved in generating, challenging and validating each other's ideas. We are now seeking the view of those who have not been involved thus far – our members.

This narrative is intended to provide some background to the words in the strategy and an insight into the thinking that led to the final draft. We are asking for your views via an online survey but you can have a paper copy on request if you are unable to access the internet.

Please take the time to read this narrative and complete the consultation survey:
<https://www.surveymonkey.co.uk/r/RSGBstrategyconsultation>

Our purpose – why are we here

That may seem an odd question for an organisation that is over one hundred years old but it is important to check that we are not working to some outdated principle. One of the clearest messages to come out of the 2015 Amateur Radio Survey was that the objects stated in the RSGB's formal Articles of Association were still seen to be valid by the majority of those that took part in the survey. That is quite an endorsement of the authors' skill as the original text dates from 1922. However, trying to boil down several paragraphs into a single sentence to answer the question, "Why does the RSGB exist?" proved quite a challenge. **"The RSGB exists to protect, promote and enhance the practical and scientific enjoyment of wireless communication."** attempts to capture the essence of what the Society is there to do. ***Do you agree? If not, what is missing? What should not be there?***

Our values – the things that underpin everything we do

Enjoyment, Progression, Community and Service – these are the watchwords we must use to check ourselves when making decisions, developing services, or negotiating with the Regulators; are we being true to our stated values? Again, the breadth of the Amateur Radio Service creates considerable difficulties in trying to capture what we value in short form. Whether you spend your time chasing DX, studying changes in the ionosphere, trying to improve your contest ratings, striving to stretch the distance covered by the highest microwave bands or winning medals in ARDF championships, we believe the four values included in the Strategy are universal to all radio amateurs. ***Do you agree? If not, what is missing? What should not be there?***

Our goal for 2022 – where we want to be

Our goal is “**To have an active and thriving amateur radio community, supported by a strong and influential RSGB**”. This goal has two key components: an active and thriving amateur radio community and a strong and influential national society. The inescapable truth is that the amateur radio community is ageing and we need to seek out and encourage new people if that community is to thrive. We also need it to be active to show that amateur radio is not only alive but healthy and vibrant; a strong justification for our continued use of the wireless spectrum. For that spectrum to be protected, and for radio amateurs to be supported through the exchange of ideas and representation at national and international level, the RSGB has to have strength in numbers, a strong voice, the respect of the community it represents and respect from the regulators and international bodies. We believe we have much of that in place already but we also recognise that we need to build on our strengths so that in five years’ time we will have maintained and enhanced that position. ***Do you agree? If not, what is missing? What should not be there?***

Our strategic priorities – how we will reach our 2022 goal

These are the specific things that we believe will enable us to reach our goal for 2022. We expect each one will have a number of initiatives or projects underneath it and we will be looking to our Committees, Honorary Officers and Headquarters Staff to identify and deliver those projects:

1. **Grow and develop amateur radio** – we will need to improve our marketing, promotion and explanation of what amateur radio has to offer. Whether newcomers come from schools, universities, retirement clubs or friends and family is not important but increasing the number of people interested in wireless communication is vital to the sustainability and growth of the amateur radio community. We also need to support the personal development of those who have joined the community so they are encouraged to progress and so grow the body of expertise within the community.
2. **Maintain and enhance radio amateurs' ability to use the radio spectrum** – we will need to fend off challenges from other radio users and to ensure there is spectrum we can use in spite of the ever-rising noise floor. That may mean finding innovative ways of working through the noise as well as combating non-compliant noise sources. When the opportunity arises we have to be able to make strong bids for new spectrum with proposals for innovative uses, not simply more of the same.
3. **Support and encourage active participation in amateur radio** – we want to see more licence holders playing an active role in amateur radio. Whether that is joining a regular net, taking part in contests, carrying out propagation studies, running training courses, organising Club events or activating islands, summits or sheds on the air, we all benefit if amateur radio is seen to be a place where things happen and people enjoy taking part.
4. **Promote active involvement in research and technical development** – whilst we can, quite rightly, take pride in our long history and our radio heritage, we must not allow amateur radio to become fixed in time. Technology moves on and there are huge opportunities open to us if we engage with the academic and professional radio, electronics and computing communities so we can all learn from each other.

5. **Encourage and respect the full range of amateur radio activities, in all its diversity** – this means looking at broadening our horizons and seeking out new ways of enjoying the wireless spectrum. That does not mean we all get into microwaves or the latest digital data mode but we all need to be aware that there is more to amateur radio than the local repeater, or the weekly HF net. We must all be respectful of other people’s interests and be tolerant of competing views to make joining and belonging to the amateur radio community a welcoming experience for all.
6. **Grow the proportion of radio amateurs who are members of the RSGB** – this will require us to ensure that we offer the right kind of services and show RSGB membership to be good value for money. We also need to make all radio amateurs aware of the good work that the Society does and how it has evolved so that they are encouraged to support their national society.
7. **Support, encourage and recognise our volunteers and staff** – this is absolutely vital in an organisation that is so reliant on the goodwill and time that is freely given by its volunteers and the hard work of a small dedicated headquarters staff. We must be ready to celebrate success and recognise those who have contributed, either as individuals or as teams.
8. **Ensure that the RSGB is an effective, efficient and flexible organisation that works with our members, clubs and special interest groups to meet the changing needs of the amateur radio community** – all of this is critical to the RSGB’s sustainability. We must maintain a sound business model to keep us solvent and we must strive to deliver what we say we will. Things will no doubt change in the next five years and we need to be flexible to adapt to those changes, whatever they might be. We are particularly mindful of the need to change the way we interact with our members as well as the many clubs and special interest groups that work at local, national and international level. In short, we need an organisation that fits 21st century ways of working.

This is a sizeable commitment and we will not be able to deliver it without the support of our members, volunteers and staff. However, if we can do these eight things we believe we will achieve our goal. ***Do you agree? If not, what is missing? What should not be there?***

Steve Hartley, G0FUW

A handwritten signature in blue ink that reads 'S. Hartley'.

Chairman of the Board